Enclosure (The Fort Riley Training Mission (FRTM) Standardized Training Model notes) to 1/1 ID CDR Welcome Letter

AFZN-BA 24 April 2007

#### MEMORANDUM FOR RECORD

SUBJECT: The Fort Riley Training Mission (FRTM) Standardized Training Model

### 1. References.

- a. Program of Instruction (POI) Requirement Matrix dated 10 Apr 07. This document is nested with higher headquarters' training guidance, to include Iraqi Assistance Group (IAG) and Task Force Phoenix in Afghanistan. The POI tasks and sub-tasks are derived from this enclosure.
  - b. D/101st FRTM In processing SOP, dated 13 Feb 07
- 2. <u>Purpose</u>. The purpose of the Standardized Training Model notes are to provide all personnel, trainers and transition teams alike, a baseline understanding of the standard training model (see enclosure) and all associated tasks.
- 3. <u>Scope</u>. These notes apply to all that have any dealings or are affiliated with the Fort Riley Training Mission (FRTM).
- 4. <u>Transition team (TT) Inprocessing</u>. (See D/101st In-Processing SOP, dated 13 FEB 07 and posted on the BDE share point) During In processing, Transition Team (TT) members (or Advisor/Mentor Teams) receive the following training:
- a. BCKS (Battle Command Knowledge System). All training team members will attend a brief put on by the Fort Leavenworth based BCKS administrators. This brief will give training team members information on how to use BCKS, and they will gain access to BCKS by attending the brief. The location of the brief is dependant upon the size of the class, but it will be published on the in-processing schedule. The brief takes approximately one hour. POC is the CALL Representatives at 240-1340.
- b. TSIRT. Phase 1/Day 1 Division/Garrison conducts instruction on Thursdays. This is Phase I/Day 1. Phase I/Day 2 instruction is conducted by the BDE as the in processing schedule permits. Phase II training is for Fort Riley MTOE units only and doesn't apply for TTs. POC is G3 Training at 239-6142.

## Phase I/Day 1.

0800-0830 Hot Weather (OIF) and Cold Weather (OEF) Injury Training
0830-0920 Level 1 Anti-Terrorism Awareness
0920-1000 SAEDA
1000-1130 Country Orientation Brief
1130 -1250 Lunch Break
1300-1345 Equal Opportunity (EO)/Prevention of Sexual Harassment (POSH)
1345-1400 Language Training
1400-1500 Counter IED TTP Briefing
1500-1530 Operational Security (OPSEC)
1530-1620 Media Awareness Training
1630-1800 Every Soldier a Sensor

## Phase I/Day 2.

- c. Army 101 Briefing. This briefing is for the Navy and Air Force personnel. The purpose of the briefing is to familiarize them with the Army terms, ranks, and practices/way of business. The briefing takes approx one hour. Battalions are responsible for this briefing.
- d. Training In briefs. All training team members will attend a training in-brief. The in-brief is typically conducted on Friday afternoons at 1330hrs. The in-brief consists of a sit down with the ADC-O, a brief from the 1BDE CDR, and a brief from the training BN CDR. The audience for the ADC-O sit down is the team leader, XO, and NCOIC. All training team members will attend the two other briefs. The location of the in-brief will be dependant upon the size of the class, but it will always be published in the in-processing schedule. The entire in-brief takes approximately three hours. D/101 is the responsible for consolidating slides and scheduling the briefing. POC is D/101 at 240-2619.
- f. SERE LEVEL B. All training team members will attend a SERE level B and conduct briefings. The location of the briefing is dependant upon the size of the class, but it will be published on the in-processing schedule. The brief takes approximately four hours. POC is the Personnel Recovery reps at 240-1870.
- g. ISOPREP/ DD93. All training team members are required to fill out a DD Form 93 (ISOPREP form) at Bldg 7026. The times for filling out this form will be on the inprocessing schedule. Subject matter experts will be on site from the BDE S2 to help training team members fill out the form. Training team members will have two photos take of them, so they must be in duty uniform. The BDE S2 will take all of the forms and

compile them onto a CD for the team leader to take into theater with them. POC is BDE S2 at 239-6801.

- h. (Additional) TSIRT tasks (Phase 1/Day 2). All training team members will attend the following briefing/training. The location of the brief is dependant upon the size of the in-processing class, but it will be published on the in-processing schedule. All these briefings take approximately four hours to complete.
  - (1) The following are tasks that are taught by the BDE Legal Officer (JAG)
  - (a) Rules of Engagement (ROE);1 hour (JAG Officer instructor Required)
  - (b) Law of War; 1-1.5 hours (JAG Officer Required)
  - (c) DA Fraternization Policy; 30 minutes
  - (d) Ethics/Army Values; 45 minutes
  - (e) General Orders; 15 minutes
- (2) Trafficking in Persons brief is taught by the Division Provost Marshall and takes approximately one hour. POC is PMO at 239-2233.
- (3) Every Soldier a Sensor Training is a two-hour block of instruction. The primary Trainer is the Div G2 at 239-3996. BDE POC is at 239-6801.
- i. Suicide Prevention and Combat Stress Brief. All training team members will attend a suicide awareness brief given by one of the Fort Riley chaplains. The location of the briefing is dependant upon the size of the class, but it will be published on the inprocessing schedule. The brief takes approximately 30 minutes. The POC is the BDE CH at 239-9313.
- 2. Battle hand over. This is when the TTs move from Custer Hill area/barracks to billeting at Camp Funston. All in processing (& training listed above) will be complete prior to "battle hand over" to BNs. Exception(s): All TT personnel that arrive more than 21-days passed their report date will at the minimum complete the following during in processing tasks: TSIRT, RFI, CIF, SRP, and weapons/equipment draw; due to time constraints. D/101 FSB is responsible for completing these tasks. BNs are responsible for double checking to ensure these tasks are completed by team members prior to the BN receiving the team from 101 FSB.
- 3. Each BN will schedule a team building event early on in the training model to start working on the "building the team" concept. Use the obstacle course in training area 20. POC for coordination is BDE Land and Ammo at 239-0683.

- 4. Culture Immersion Training. Three days of cultural awareness based on which theater the TT/ETT will deploy. This block must to be one of the first training events the teams conduct to establish a baseline understanding of the culture. What's learned in this training will be used throughout training. Primary Trainer and POC is Directorate of Cultural Influence and Counter-Insurgency (DCC) at 239-6639, with support from Foreign Language Speakers and 09Ls. Cultural Immersion includes:
  - a. Fundamentals of Islam.
- b. History of Islam (Spread of Islam, Rituals/form of worship, and differences between various Islamic Sects and roles).
  - c. Role of the family.
  - d. Counter part Relations and Rapport Training.
- e. History of Iraq (Sunni Dominance of the Society, history and legacy of the British Role in Iraq, Iraq view of foreign powers, events and effects of the Baathe Party Rule, the Iran-Iraq War, the Iraqi view of Desert Shield/Storm, the Kurda and Shiva uprising of the early 1990s).
- f. Understand Political, Military, Cultural, Economical, Religious Environment, Iraq or Afghanistan.
- g. Language Instruction. Each day will have a one hour block of language instruction.
  - h. Advisor Training.
  - i. Training Readiness Assessment.
- 5. Personnel Recovery (PR) is an eight hour block of instruction, can be moved anywhere within individual training. Since all TTs/ETTs are considered high risk of capture, all will conduct this training. The primary trainers are the Personnel Recovery (PR) reps. PR instructors also conduct SERE & ISOPREP training. BDE POC can be reached at 240-1870.
- 6. Staff Training. This is a 5-hour block of training. The primary trainer is the DCC. POC can be reached at 239-6639.
- 7. Troop Leading Procedures. DCC is the proponent for this training; all BNs should have a working knowledge of TLPs.
- 8. Issue Drivers License and Equipment Grid. TTs will conduct a basic overview of drivers training, HEAT trainer, PMCS, and day/night drivers training with NVGs. Once

completed, this will allow the TTs to get licensed, draw their TT grid from 101<sup>st</sup> and drive it to Camp Funston (FOB Army Strong). BNs are responsible for this training

- 9. Basic COIN (COIN 1). Basic Counter Insurgency (COIN) Training. This is an 5 hour block of training required for all TT members. It must be scheduled prior to 'Advanced' COIN which is part of specialized training. The primary trainer is DCC at 240-6638.
- 10. Combat Life Saver (CLS) Training is taught by C/101 FSB. It is 4 days long but it can be reduced to three days due to class size or a shortened training model (earlier deployment date, etc.) A shortened schedule requires BDE S3 approval. These days must be consecutive without a break (Sunday/Tng holiday). The maximum capacity for training is 120 pax. Bldg 1981A is where the classroom portion takes place. STX lanes (three events) take place on the last day of training in the local training area (eastern portion of FOB). It takes approximately 3 hours for one team to go through the STX lane(s). There is open time based on the team's turn to execute the lanes. The POC is 101 FSB S3 at 239-4405.
- 11. AAR Class. This block of instruction is approximately 2-hours long. BNs are responsible for providing this training to teams. The training includes a video.
- 12. DAGR/Land Navigation Training. TTs will receive training on the DAGR. The PE consists of using the DAGR during land navigation. All OEF teams will negotiate the land navigation course in TA 6&7. BNs teach.
- 13. IED-Defeat. This is a two hour block of instruction. BN IED Master trainers are responsible for the training. BDE S3 IED-Defeat Master Trainer at 240-1363 is the backup trainer.
- 14. Unexploded Ordnance (UXO). This is a two hour block of training. BNs are responsible for training. BDE S3 IED-Defeat Master Trainer at 240-1363 is the backup trainer.
- 15. Commo I is a four hour block of instruction. The training is learning the SINCGARS series radio systems and basic fundamentals, ANCD, ASIP, and MBITR Radio. This training must be conducted prior to Commo II. IAW the POI, no more than 60 personnel per class is the standard. BNs must augment S6 with qualified communication personnel when necessary. The primary Trainer and POC is BDE S6 at 239-8289.
- 16. Counter Sniper is a 1.5 hour block of classroom instruction which consists of levels of snipers, types of sniper attacks, friendly counter TTPs, enemy TTPs, concealment principles and reporting. BNs teach. Back up instructor is BDE S3 at 240-1354.
- 17. Falcon View Training. OIF Specific. This is a three hour block of training and can be scheduled at any time within the model. The primary instructor is the BDE S2. POC is BDE S2 at 239-6801.

- 18. Commo II is an eight hour block of instruction and trains PRC-117 and PRC-150 radio systems. Commo I must be completed prior to Commo II. IAW the POI, no more than 60 personnel per class is the standard. The primary Trainer and POC is BDE S6 at 239-8289.
- 19. Forward Operating Base (FOB)/Quick Reaction Force (QRF) operations is a 3 hour block of instruction. This must be taught before teams are scheduled for QRF duties. The BN will teach the back up is BDE S3, at 239-0917.
- 20. Blue Force Tracker (BFT). The two days of BFT training (8 hours each day) need to be complete prior to the beginning of collective training, specifically Mounted Combat Patrol (MCP). There are five classrooms (22 pax each). This is a Division training resource. The POC is at 239-1500. Note: A civilian instructor per classroom is required. An additional qualified instructor is desired to assist the civilian instructor in order to keep the student to instructor ratio at approximately 1:11. This additional instructor comes from the BN and is required to be certified IAW the 40-hour Fort Riley Battle Command Training Center (BCTC) (DPTMS) BFT training.
- 21. Self Assessment: Will be conducted twice IAW the POI and the 60 Day Model. The Self Assessment takes approximately one hour. POC is the Clinical Psychologist with C/101 FSB at 239-9527.
- 22. Individual Weapons Qualification. BNs schedule, train and provide CLS Support. 101st FSB Provides Medical/Maint support. Qualification on weapon systems must be complete before MCP LFX, SRM (Reflexive fire) and any other LFX.
- a. Preliminary Marksmanship Instruction (PMI). All Soldiers will conduct small arms PMI and qualify day and night (M4 only) with their weapon. PMI must be completed prior to execution of qualification ranges. Bldg 1820 is the PMI building and is scheduled through BDE S3 Classrooms NCO at 239-0938. PMI includes: assembly, disassembly, site post maintenance, clearing, loading, stoppage reduction, weapons fundamentals, headspace and timing (M2 only) and includes Engagement Skills Trainer (EST) usage. There are 20 lanes avail in Bldg 1985; these 20 lanes can be configured into 6 crew served weapons lanes. Additional EST lanes are on Custer Hill. All ESTs are scheduled by each BN through POC at 239-1500. OCAT Teams from 101st will conduct wire lacing for weapons during the PMI (M4 and M203 only). During qualification, OCAT teams are on call.
- b. M9 qualification day qualification day only (Range 2). Night NBC/Qual requirements are no longer required.
- c. M4 zero & qual is day & night (Range 1&3 for day, Range 1 for night) Note: Range 3 will not be utilize by 1st BDE TTs beginning 1 Jul until further notice. This range is scheduled for use by 3rd BDE

- d. M203 qualification day & night (range 34 for TPT)(Range 19 for live)
- 23. Drivers training. This training will license them on M1114 HMMWVs. Drivers training should be scheduled as early as possible within the training model to allow teams to transport themselves and begin development of convoy and HMMWV crew SOPs. Drivers Training can be reduced to two days but requires BDE S3 approval. Class teaches day and night driving (NVGs), proper PMCS, tire-changing, rollover drills, and vehicle recovery. 16 (of 30) x M1114s are allocated for this training. The POC is 166 AV at 239-6324.
- a. Counter Radio Controlled IED Electronic Warfare (CREW). This block of training is hours and is conducted during the first day of drivers training. There is a secret briefing associated with the training and verification of the TT security clearance status is an S2 responsibility. The primary trainer is a CREW MTT from General Dynamics; back up trainer is BDE S2 at 240-6801.
- b. HMMWV Crew Proficiency Course (HCPC). HCPC is a 3 hour course that is designed to simulate different scenarios which are experienced in Iraq/Afghanistan. The HCPC enables Soldiers to demonstrate proficiency in planning and executing a combat patrol, driving in a densely populated area, high speed driving, evasive driver's course, and at executing actions on contact. BNs will conduct this training. See the program of instruction (POI) for specific route and tasks.
- 24. Tactical Questioning is a two hour block of instruction that must be conducted after Every Soldier a Sensor (and should be scheduled shortly after Every Soldier a Sensor). Every Soldier a Sensor covers tactical Questioning, but this training is designed to provide more specifics. The primary Instructor is BDE S2 at 239-6801.
- 25. Gain Influence (formerly Negotiations). This is a 1.5 hour block of training. This is the "how to" conduct a Leader Meet. This training is required prior to Leader Meets and should be scheduled the day before Leader Meet #1. The Primary trainer is DCC at 239-6648, Contractor pending.
- 26. Graduated Response (Escalation of Force). This is a 2 hour block of instruction taught at the BN level. This should be scheduled and trained closely with traffic Control Points (TCPs)
- 27. Midpoint AAR: Needs to be conducted near or at the end of individual training and prior to collective training. BNs are responsible for conducting this AAR. Standardized BDE slides are to be used.
- 28. Leader Meets. These are 1 hour long and all TT members are required to attend each meeting. The first four leader meets are generic in nature. The fifth and sixth leader meet are conducted during the advise and teach, and lead into the MRX

scenario. The seventh and eighth leader meet are conducted during the MRX and focus on how the team is doing while completing the exercise. Foreign Language Speakers are used as role-players to support the Leader Meet. Bldg 1848G Rooms 1&3 are the two meeting rooms. Max throughput is two teams/hour. BNs schedule the meetings through the DCC at 239-9391. The primary trainer is foreign language speakers (L3 contractor).

- 29. Traffic Control Point (TCP) Operations. This is approximately 3 hours. BNs train. This should be closely scheduled with Graduated Response.
- 30. Detainee Operations. This is a two hour block of instruction and can be conducted at any time prior to collective training. This training includes personnel search, biometrics video, Iraq/Afghan Court Systems, etc. This training should be closely scheduled with Tactical Site Exploitation. The SJA is the primary and the DCC provides assistance for training. Note: SJA training requirement to teach TSIRT tasks. This instruction includes tactical site exploitation and will incorporate a holding facility into future training. POC is the SJA @ 239-0562.
- 31. Call for Fire (CFF)/ Close Combat Attack (CCA). This a four block of classroom & Simulators training. Call For Fire trainers are scheduled by BN through POC at 239-1500. This training can be scheduled anywhere with in the model. Check limitation on CFF trainers (seating/through-put).
- 32. Specialized Training. This is a three day block of training. Most TT members have specific block of training they must attend. If the TT members don't have a specified block of training, the TT Leader can direct where his/her member(s) go. All TT members will go to one of the blocks of training. This is scheduled by the BNs. The number of attendees must be confirmed at least one week from onset of training with the instructor.
- a. Joint Fires Familiarization (JFF). 10th ASOS is the primary trainer, located in bldg 387. This training is for FA qualified MOSs only (FA Trainer). Training will use a 3-day model consisting of 8 academic hours, 8 CAS simulation hours, and 8 CFF simulation hours.
- b. Advanced Commo. This is additional training is on PRC-117 and 150 SATCOMs radios. The primary trainer is a contractor coordinated through the S6 and G6 channels. The Communication TT member(s) attend this block of training. This is scheduled in Bldg 1885 D classroom. POC is BDE S6 at 239-8289.
- c. Advanced COIN (COIN 2). The primary trainer is the BDE DCC at 240-6638. Beginning with class 19, the TT Team leader is required to attend along with any additionally personnel that the training BN identifies. Pre-requisite is Basic COIN.

- d. MI 101. The G2 is the primary trainer. The primary trainer is the G2 @ 239-5456. This is designed for the Non Military Intelligence MOS Soldiers who are serving in the Intel capacity within a TT and for those Mi MOS soldiers that need a 'refresher course'.
- e. Advanced Medical training. 101 FSB will develop this block of instruction and implement with class 21.
- f. CSS Training. TBD. 101 FSB will develop this block of instruction and implement with class 21.
- 33. Foreign Weapons Training/familiarization. Teams will get five hours of foreign weapons training. The foreign weapons include; AK-47, RPK machine gun, RPG-7, and SVD sniper rifle. Three hours are classroom, two hours are firing weapons on the range (7, 18, etc). BNs schedule the training (date, range and class room) and conduct the training (after 4 May). This training can be scheduled at any time within the model.
- 34. Crew Served Weapons Qualification. BNs schedule, train and provide CLS Support. 101st FSB Provides Medical/Maint support. Qualification on crew served weapon systems must be complete before MCP LFX, SRM (Reflexive fire) and any other LFX.
- a. Preliminary Marksmanship Instruction (PMI). All Soldiers will conduct small arms PMI and select personnel will qualify day and night on these weapon systems. PMI must be completed prior to execution of qualification ranges. Bldg 1820 is the PMI building and is scheduled through BDE S3 Classrooms NCO at 239-0938. PMI includes Assembly, disassembly, clearing, loading, stoppage reduction, weapons fundamentals, headspace and timing (M2 only) and includes EST usage. There are 20 lanes avail in Bldg 1985; these lanes can be configured into six crew served weapon lanes. Additional EST lanes are on Custer Hill. 10 lanes are being put into BLDG 1820, and will be ready for operation o/a 30 APR 07. All ESTs are scheduled by each BN through POC at 239-1500. During qualification, OCAT teams are on call. Coordination with 101st for OCAT to complete lacing/wiring is required.
- b. M240B. 2 Crews (4 pax per TT or ETT) must zero & qualify (Range 7 day/night). The remaining team members must conduct instructional (familiarization) fire (150 rounds). A Medic (w/ vehicle is required) and is provided/scheduled with 101 FSB. Note: Beginning 1 Jul, 3rd BDE has priority on five lanes (on range 7).
- c. M2 (.50 cal). 1 Crew (2 pax per TT or ETT) must zero & qual (Range 7 day/night). The remaining team members must conduct instructional (familiarization) fire (118 rounds). A Medic (w/ vehicle is required) and is provided/scheduled with 101 FSB.
- d. M249/MK-19 qualification is required **only if it is an assigned weapon**. OEF (only) Teams will conduct instructional fire on the M249 (150 rounds; range 7) and MK-19 (range 29).

- 35. Mounted Combat Patrol (MCP). Precursor training for MCP is DARWARS, Warrior Skills Trainer (WST) and Reconfigurable Vehicle Simulator (RVS). Classroom instruction for MCP, can be moved anywhere prior to actual conduct of MCP PE. PE is conducted around the impact area along range road. MCP training consists of planning and execution of convoy operations, battle drills, mounted land navigation, dismounted patrols. MCP BFX and LFX occurs on Rng 18. BNs train, schedule and execute. There are 9 x M1114s available for MCP training. All MCP training (except any classroom) should be conducted together. Subsequent classes will utilize these nine vehicles so coordinated scheduling is required.
- 36. Cordon and Search. BN schedule and train. During the seven hours of Cordon and Search, each team will be evaluated on the doctrinal principals of a Cordon and Search to include: considerations of the operation, planning, executing, rehearsing, and withdrawal, CASEVAC, planning contingencies, and coordinating with attached elements. Furthermore, teams will be evaluated on the supporting tasks required to be conducted during a Cordon on Search. These evaluations will be considered "gates" that each team must pass through in order to advance. O/Cs will evaluate on the following gates through practical exercise to include but are not limited to TEWT, Hasty TCP, Hasty Blocking Position, MDMP Process, TLP, and Battle Drill 6A.
- 37. Combine Operations in Urban Terrain. (Battle Drill 6) BN schedule and train. BD6 can be executed with ball or UTM. Ball will be utilized on Range 5 or in the Shoot House between Range 1 & 2. UTM can be used on any urban cluster (minus UC on FOB), Range 5 or the Shoot House between range 1 and 2.
- a. SRM Training. BN schedule (Range 6) and must be completed prior to BD6 training/LFX
  - b. CQB/BD 6 LFX is an Ultimate Training Munitions (UTM) LFX.
- 38. Advise and teach. During the four day Advise and Teach, there will be two Leader Meets which set the stage for the MRX and the teams involved. Mounted Combat Patrol STX, Cordon and Search STX, and Combined Operations in Urban Terrain are conducted during these four days. BNs will lead this training.
- 39. In between Advise and Teach there is a two day period to conduct refit and TLPs. O&I update will be completed on the second day prior to execution of the MRX. BN lead ICW DCC.
- 40. MRX. The MRX is a four day event which serves as the culmination of the TT training. During these last four days, TTs will conduct two final Leader Meets. These Leader Meets will reflect the Teams actions during the MRX. DCC lead.

- 41. Self Assessment: Will be conducted twice IAW the POI and the 60 Day Model. The Self Assessment takes approximately one hour. POC is the Clinical Psychologist with C/101 FSB at 239-9527.
- 42. Maintenance: Time plus four maintenance sessions need to be allocated to ensure that weapons and vehicles are properly maintained. Coordination with 101 FSB is required.
- 43. NBC Tng. TT Leader required to train the following tasks during refit & team leader time IAW training model:
  - a. Protect yourself with Mask (031-503-1035)
  - b. Maintain your Mask (031-5031036)
  - c. Protect yourself with MOPP Gear (JSLIST) (031-503-1040)
  - d. Detect chemicals with M8/M9 paper (031-503-1037)
  - e. Perform First Aid for Nerve Agent (031-503-1044)
  - f. Decontaminate Yourself and Equipment (031-503-1013)
- 44. Language Training: OIF will study Arabic, OEF will study Dari. It is up to the BN to schedule all training (classes and labs). IAW the POI (30 hours of class, 14 hours of lab). DLI instructors will conduct the lab training in Bldgs 1885 C & D. Classroom training can be conducted in any classroom. The G2 is the primary language scheduler at 239-2181.
- 45. Combatives. The Combative POI calls for 10-12 hours of instruction. The recommended blocks of time are 6 x1.5- 2 hours. These blocks of time can be spread throughout the training model. See POI for instructor requirements and sequential blocks of training. BNs are responsible for this training.
- 46. QRF Duties (Not depicted on the model). Select teams (MiTTs, BTT, NPTT, and ETT) will serve as FOB Army Strong QRF at least once. IT is a 12-24 hour duty beginning @ 1800 hours. (12 hour duty) BNs will schedule the teams and provide an O/C (with vehicle). QRF block of training is required prior to scheduling teams BDE S3 is the QRF POC to schedule Ammo (for the TTs), organize OPFOR and assist the BDE Current OPs OIC (239-0565) in the conduct of training. See QRF SOP.
- 47. Sundays are team refit days. In addition to Sundays, there is a 4-day week ends/training holiday scheduled each month. November has an additional 1-day training holiday (Veterans Day).

### AFZN-BA

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# 48. The training holidays are:

6-9 APR (Easter)

25-28 May (Memorial Day)

15-18 JUN (Army Birthday)

1-4 JUL (Independence Day)

10-13 AUG (DIV Holiday)

1-4 SEP (Labor Day)

5-8 OCT (Columbus Day)

11-12 NOV (Veterans Day)

22-25 NOV (Thanksgiving)

22 DEC- 6 JAN (Block Leave, ½ day)

29 DEC- 1 JAN (New Year's Day)

49. POIs for these classes can be found on the BDE S3 share point at: SharePoint

50. POC this memorandum is S3 Plans Chief, at 240-1497.

Enclosures (2)

1. 60-Day Model

2. Abbreviated Model (CRC Model)

DAVID M. WOOD

MAJ, IN

**Brigade Operations Officer**